




DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

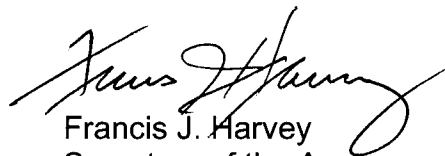
28 APR 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: The Army Strategic Management System

1. The Army Plan is based on four overarching, interrelated strategies, focusing on people, forces, training, and infrastructure. The 2006 Army Posture Statement summarizes the key elements of The Army Plan.
2. To measure the execution of our plan and to focus our efforts and resources where we need them most, we are developing the Army Strategic Management System. This system builds upon the initiatives contained in the Army Posture Statement and the objectives of the Army Campaign Plan.
3. The Strategic Management System, now in development, will:
 - a. Align strategic focus across our various commands and organization.
 - b. Link strategy to resourcing in a way that will enhance informed decision making
 - c. Measure Army-wide performance and assess progress.
 - d. Reinforce a culture of performance, continuous improvement and accountability.
 - e. Identify opportunities to accelerate the momentum we have created.
4. The Strategic Management System will be completed and deployed by 14 July 2006. The 2006 Army Game Plan provides further description and context for this effort. The enclosed Department of the Army Memorandum, 24 April 2006, subject: Implementation of the Strategic Management System provides further detailed guidance.
5. We look forward to working with each of you to make the Strategic Management System the cornerstone of our strategic management efforts.


Peter J. Schoomaker
General, United States Army
Chief of Staff


Francis J. Harvey
Secretary of the Army

Enclosure

SUBJECT: The Army Strategic Management System

DISTRIBUTION:

PRINCIPAL OFFICIALS OF HEADQUARTERS, DEPARTMENT OF THE ARMY

COMMANDER:

US ARMY EUROPE AND SEVENTH ARMY

US ARMY FORCES COMMAND

US ARMY MATERIEL COMMAND

US ARMY MEDICAL COMMAND

US ARMY TRAINING AND DOCTRINE COMMAND

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US ARMY SPACE AND MISSILE DEFENSE COMMAND

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US ARMY SOUTH

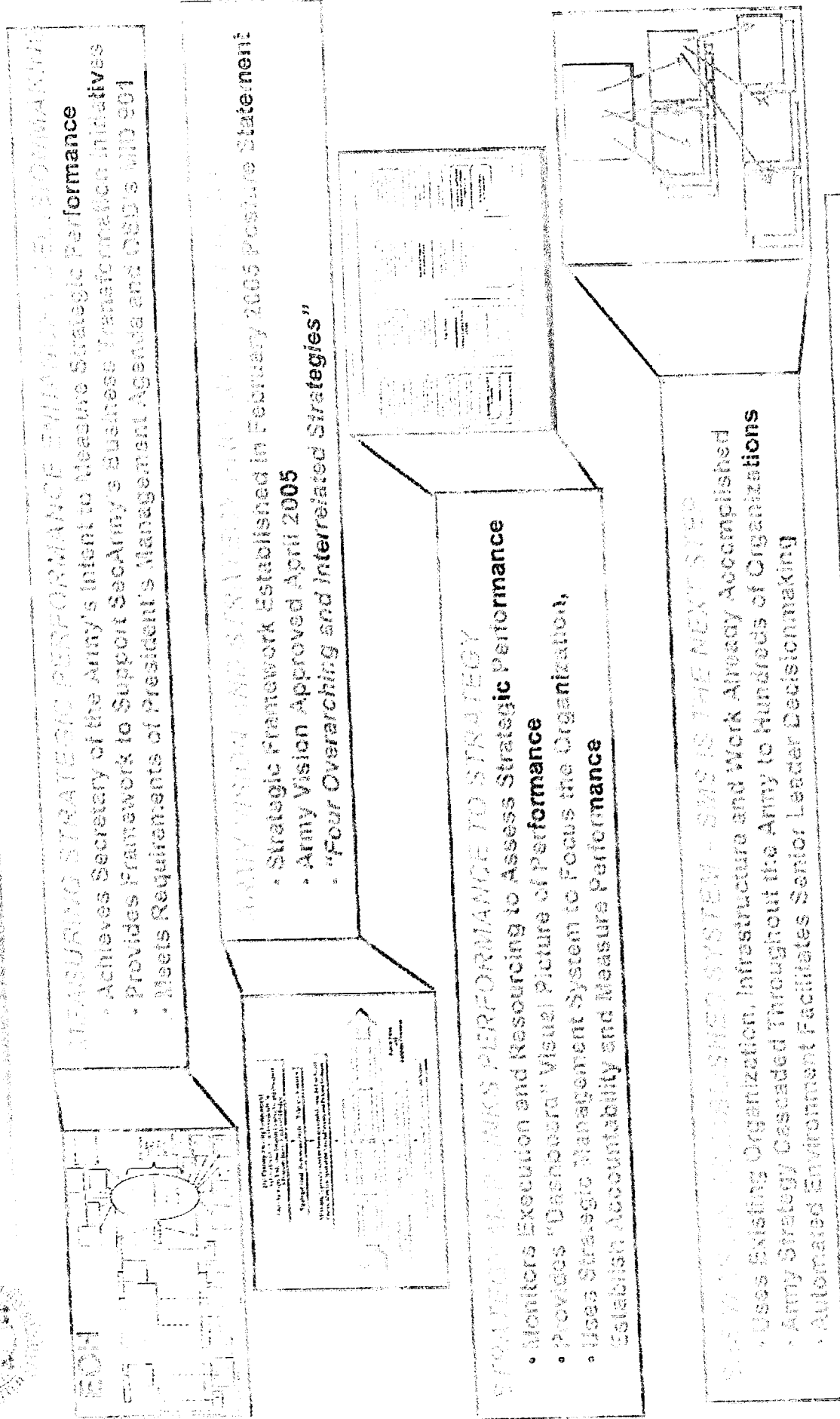
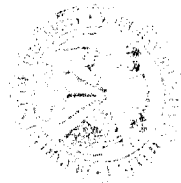
US ARMY MILITARY DISTRICT OF WASHINGTON

US ARMY CRIMINAL INVESTIGATION COMMAND

US ARMY INTELLIGENCE AND SECURITY COMMAND

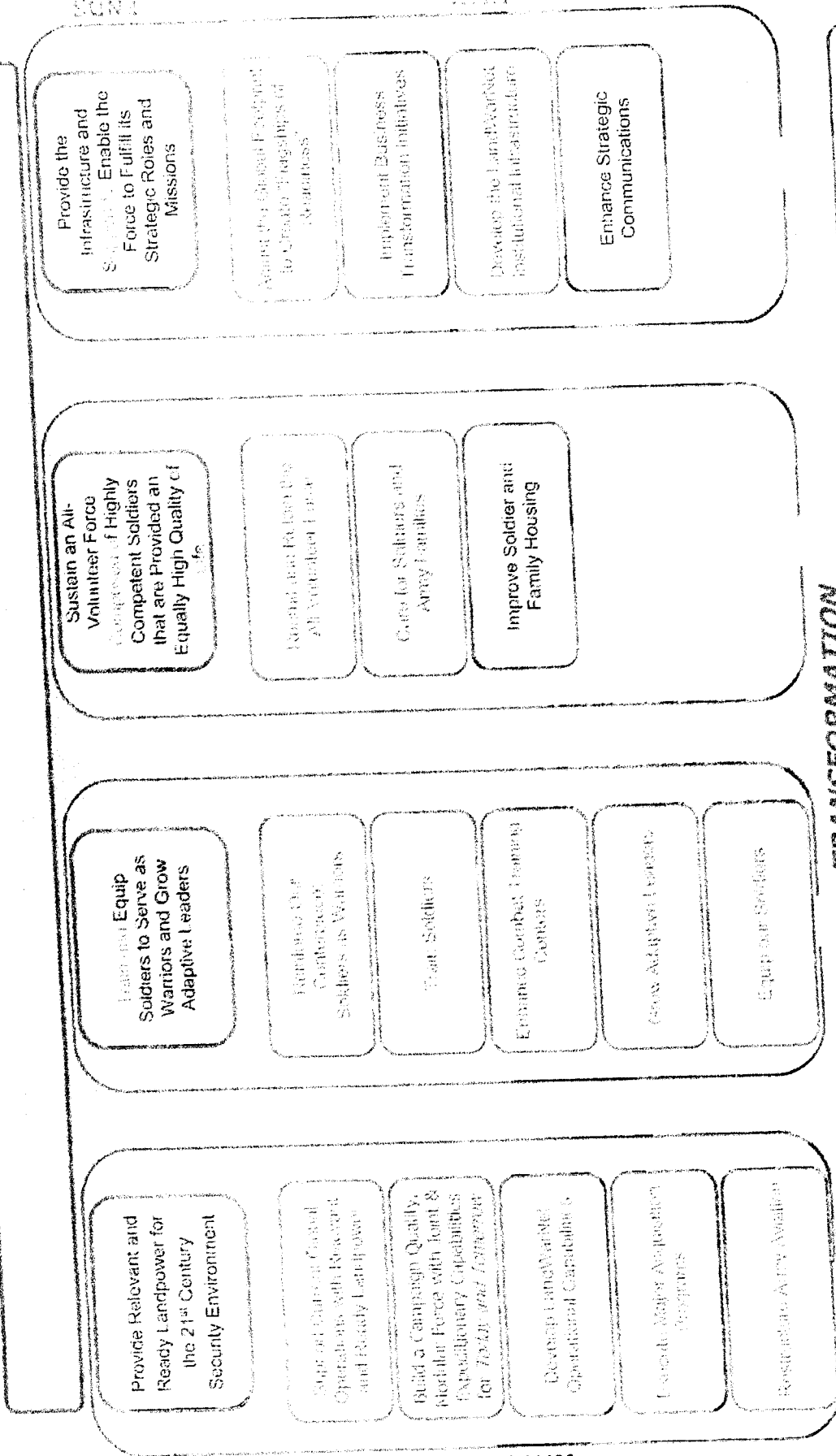
Enclosure 1

Measuring Strategic Performance



"Ultimately, the only thing that counts is RESULTS -- what gets measured gets done." Secretary Harvey (Management Philosophy)

Enclosure 2



TRANSFORMATION

Secure Financial Resources and Legislative authorities to pay for transformation

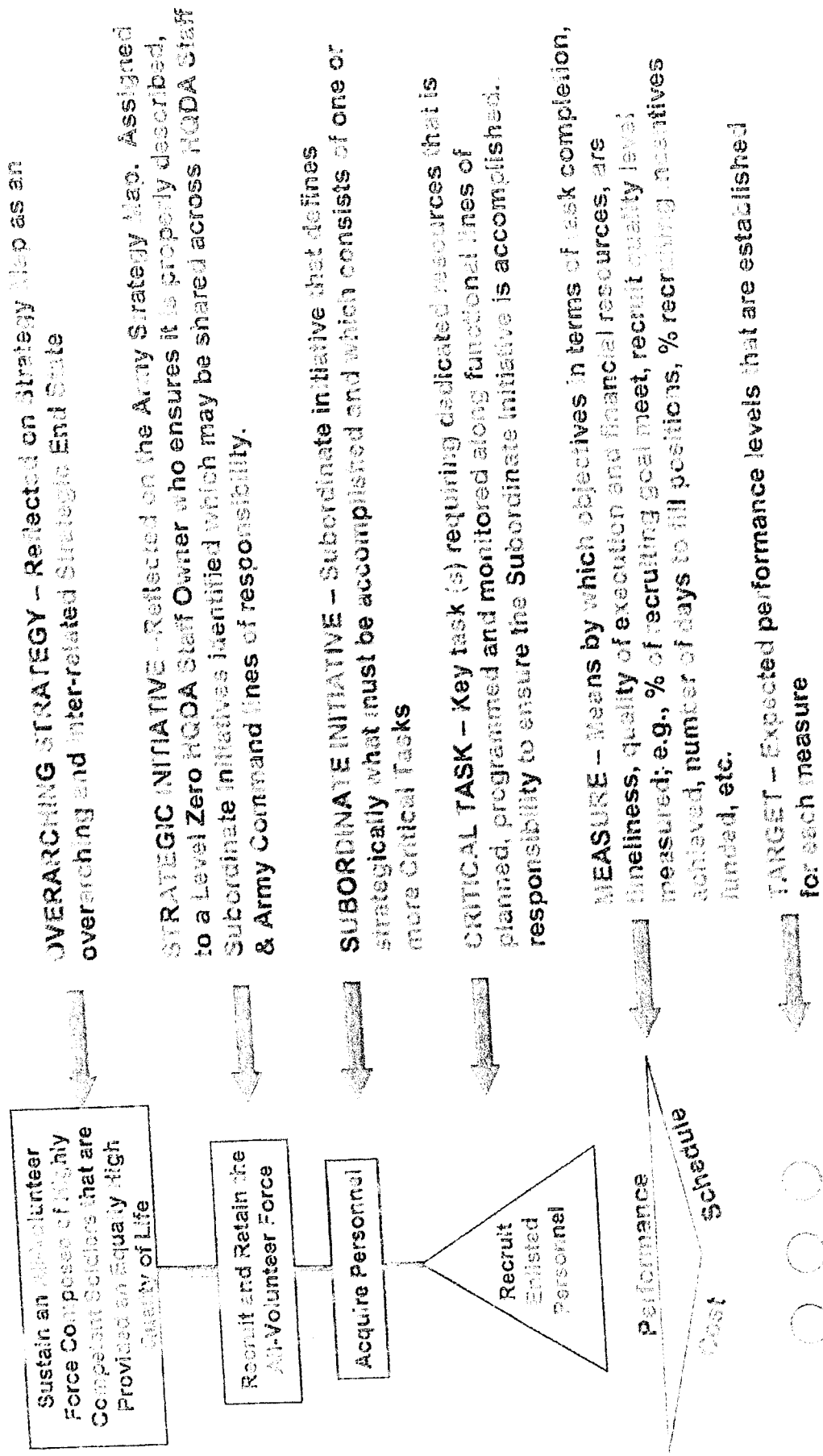
MEANS

MEANS

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Enclosure 3

SMS -- Terminology



Excl 10

Enclosure 4

Provide Ready, Relevant Landpower for the 21st Century Security Environment

Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders

- Maintain / Measure Operational Force Readiness
- Develop Relevant and Ready Prepositioned Sets
- Implement / Measure ARFORGEN
- Implement Life Cycle Management Initiative (APS)
- Execute Active Component / Reserve Component (AC/RC) Rebalance (APS/ACP/FA)
- Provide Actionable Intelligence(APS/FA)
- Increase Army Capabilities to Dominate in Complex Environments (APS/ASPG)
- Improve Strategic Responsiveness (ASPG)
- Improve Capabilities for Homeland Defense (APS/ASPG/FA)
- Improve Capabilities for Stability Operations (APS/ASPG/FA)
- Enhance Expeditionary Capabilities (APS/FA)
- Sustain the Force (APS/ASPG/ACP/FA/T10)
- Enhance Joint Interdependence (APS)
- Convert to Modular Force (APS/ACP/FA/T10)
- Leverage Science and Technology (APS)
- Improve Proficiencies Against Irregular Challenges (ASPG/FA)
- Build Partner Capacity
- Develop and Maintain a Secure, Seamless, Interdependent LandWarNet Network
- Lead Enterprise Integration to Achieve Decision Superiority
- Provide Battle Command (C2) Operational Capabilities (ASPG/APS)
- Develop and Field Future Combat Systems (APS)
- Develop and Field Major Acquisition Ammunition Programs
- Develop and Field Medium Extended Air Defense System
- Exploit Science and Technology for Enhanced Warfighting Capability
- Develop and Field Acquisition Programs in Support of LandWarNet (includes JTRS, JMN, WINT)
- Develop and Field Major Aviation Acquisition Programs
- Modernize Aircraft Systems
- Improve Airspace Command and Control
- Provide Robust, Modular Aviation Assets at the Division-Level
- Provide Modular Aviation Units to Support Echelons Above Division
- Increase Aviation Readiness – Maintenance and Sustainment

- Train Warrior Tasks and Battle Drills (APS)
- Provide Training Support to the Training Base
- Fund the Institutional Training Schoolhouse
- Train the Army Program for Individual Training
- Resource TRAP Requirements
- Provide Instructors and Drill SGTs to the Institutional Training Base
- Execute Ammunition for Initial Military Training
- Provide Facilities to the Institutional Training Base
- Equip the Institutional Training Base
- Ensure Units Maintain Appropriate ARFORGEN Training Readiness Level
- Fund Air and Ground OPTEMPO, Training Ammo and Training Support Systems at the Appropriate Level
- Execute the Projected Air/Ground Training Strategies
- Provide the Most Realistic Joint and Combined Arms CTC Rotation IAW Army Doctrine
- Integrate Joint National Training Capability Activities (APS)
- Develop a Joint and Expeditionary Mindset (FA)
- Execute Army Training and Leader Development Program (FA)
- Conduct Professional Civilian and Military Education (Leader Education Systems)(APS)
- Expand Cultural Awareness and Language Capabilities (APS)
- Implement Rapid Fielding Initiative (APS)
- Implement Rapid Equipping Force (APS)
- Implement Force Protection Initiatives
- Support Joint Improvised Explosive Device Defeat Task Force (APS)
- Reset the Force (APS/T10)
- Status of Deployed Units
- Status of Deploying Units
- Synchronize RFI with SeaS to Modernize all Deploying Personnel

APS=Army Posture Statement; ASPG=Army Strategic Planning Guidance; ACP=Army Component

ENCL. 4

SOURCE DOCUMENT REFERENCES

Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life

- *Acquire Personnel (APS)*
- *Retain Personnel (APS)*
- *Men the Army*
- *Provide Competitive Compensation*
- *Provide Quality Health Care*
- *Provide Productive Workplaces and Quality Affordable Housing*
- *Develop Resilient Army Families*
- *Provide a System that Promotes Continuous Personal and Professional Learning Development*
- *Provide Services and Programs that Contribute to Cohesive Units (APS/FA)*
- *Monitor & Report Operational & Special Initiatives which sustain the ability and willingness of the Army's people to serve*
- *Provide Adequate Family Housing*
- *Provide Adequate Permanent Party Barracks*

- *Develop a Strategic Process that Aligns Army Requirements with Available Resources*
- *Improve the Quality of Financial Management Information Systems*
- *Improve Accountability and Management Controls for the Army Enterprise*
- *Execute Effective Financial Management*
- *Secure Legislative Authorities*

Provide Infrastructure and Support to Enable the Force to Fulfill Its Strategic Roles and Missions

- *Institute Installation Design Standards (IDS) (APS)*
- *Improve Medical Infrastructure for Army Transformation (APS)*
- *Create Power Generation Platforms with Robust Reach-Back*
- *Provide Quality Infrastructure Required to Support, Mobilize, Train, Deploy, and Redeploy Trained and Ready Units*
- *Implement Stationing Decisions (BRAC/IGPBS/AMF) (APS/ASPG)*
- *Execute MILCON to support Stationing*
- *Conduct Environmental Studies and Remediation as Required*
- *Adapt Institutional Army (ACP/FA)*
- *Transform Culture, Leadership and Organization*
- *Implement Lean Six Sigma Process Reengineering*
- *Implement Strategic Management System*
- *Implement Enterprise Governance*
- *Develop and Maintain a Secure, Seamless, Interdependent LandWarNet Network*
- *Lead Enterprise Integration by Transforming Processes, Applications, and Data*
- *Ensure Army IM and IT Investments Maximize Joint and Army Capabilities*
- *Protect and Defend the Army's Systems, Networks, and Information*
- *Provide Business Applications*
- *Create an Integrated Strategic Framework & Process for Communicating Army Innovation*
- *Establish an Innovative Organization to Increase Effectiveness of Planning & Execution Across the Communication Enterprise*
- *Establish an Army "Culture of Engagement" (APS)*
- *Enhance the Image of the U.S. Army*
- *Transform Public Affairs Capabilities within Combatant Commands, Units & Installations*

Enclosure 5

Strategic Initiative Ownership

Strategic Initiative	Initiative Owner
Support Current Global Operations with Relevant & Ready Landpower	G-3/5/7
Build a Campaign Quality, Modular Force with Joint & Expeditionary Capabilities for Today and Tomorrow	G-3/5/7
Develop LandWarNet Operational Capabilities	CIO/G6
Execute Major Acquisition Programs	ASA(ALT)
Restructure Army Aviation	G-3/5/7
Reinforce Our Centerpiece: Soldiers as Warriors	G-3/5/7
Train Soldiers	G-3/5/7
Enhance Combat Training Centers	G-3/5/7
Grow Adaptive Leaders	ASA(ALT)
Equip our Soldiers	ASA(M&RA)
Recruit and Retain the All-Volunteer Force	G-1
Care for Soldiers and Army Family	ASA(I&E)
Improve Soldier and Family Housing	ASA(I&E)
Adjust the Global Footprint to Create "Flagships of Readiness"	SASA-BT
Implement Business Transformation Initiatives	CIO/G6
Develop the LandWarNet Institutional Infrastructure	CPA
Enhance Strategic Communications	ASA(FM&C)
Secure Financial Resources and Legislative Authorities to Meet Requirements	